

7th Army Noncommissioned Officer Academy

Student Welcome Packet

05 May 2015

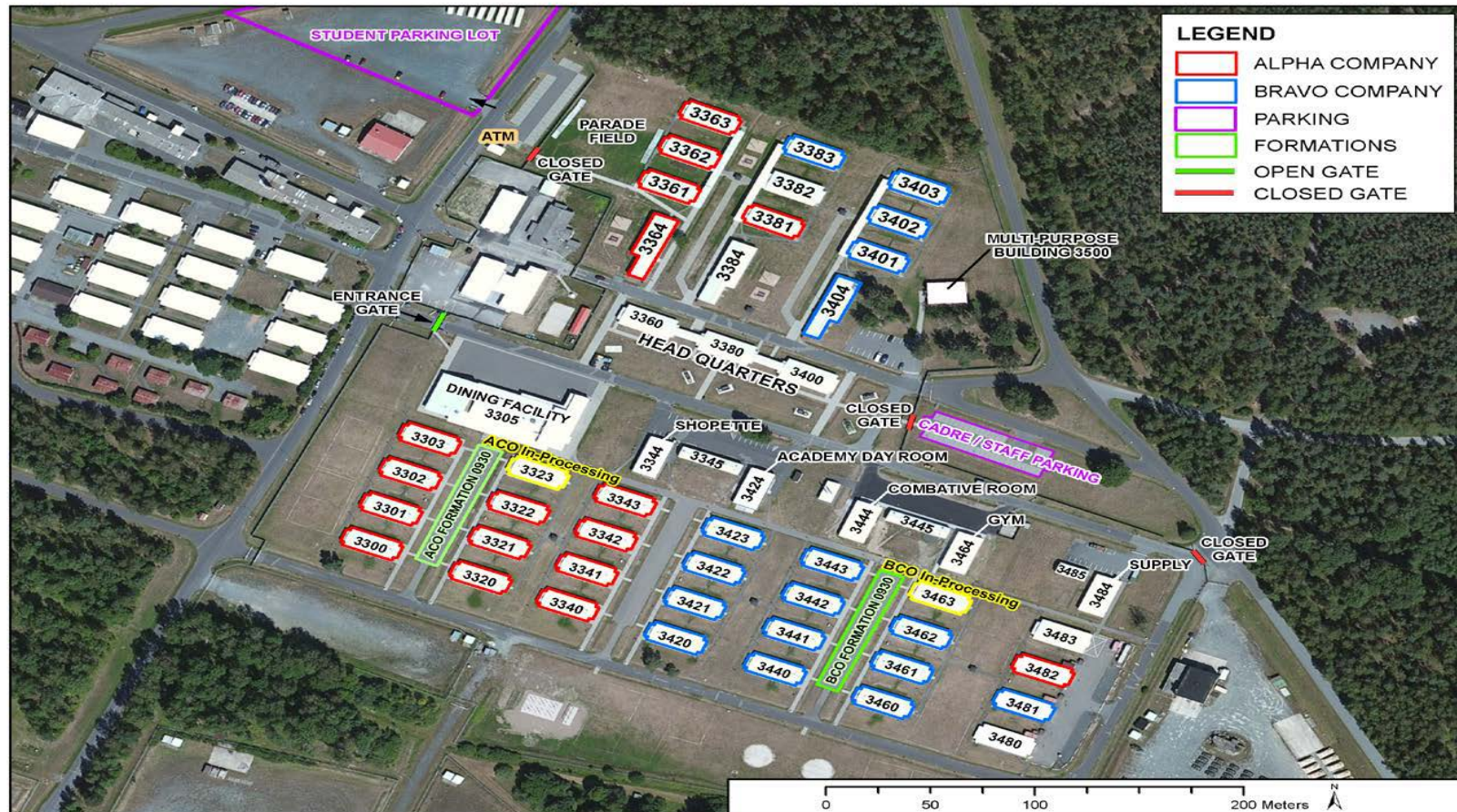


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7th Army Noncommissioned Officer Academy Layout



DEPARTMENT OF THE ARMY
SEVENTH ARMY NONCOMMISSIONED OFFICER ACADEMY
UNIT 28125
APO AE 09114-8125

AETT-NCO-CO

05 May 2015

MEMORANDUM FOR STUDENTS

SUBJECT: Welcome Letter

1. Congratulations on your selection and welcome to the 7th Army Noncommissioned Officer Academy at Grafenwoehr, Germany. Your selection indicates the Army's trust and confidence in your potential Leadership ability to serve in positions of greater responsibility. Our goal and mission while you are assigned here is to provide excellent academic and performance based evaluations in a institutional based environment to develop competent, confident, well trained and educated small unit Leaders.
2. The 7th Army Noncommissioned Officer Academy is the oldest and largest Noncommissioned Officer Academy in the United States Army, and we are committed to providing you with an excellent training experience. Our Cadre will treat all Soldiers as team members, challenge you mentally and physically and treat you with dignity and respect. We accept the challenge in academic and performance oriented excellence and graduate students to the greatest extent possible. We pledge to sharpen your existing Leader and War Fighting skills, teach and instill the Warrior Ethos while ingraining the seven core Army Values. We intend to enhance your ability to motivate, train, and lead Soldiers.
3. A positive attitude, time management skills, and good study habits are great tools to posses. However, it is up to you to achieve excellence. Upon graduation, your "kit bag" will be full of relevant and current information to pass on to your Soldiers. We hope you will confidently accept more challenging Leadership positions that attest to your professional development.
4. You will also have a chance to interact with International Military Students (IMS). This is probably one of the few opportunities you will have to work closely with Soldiers from all branches of the Army and Foreign Militaries. So take full advantage of this opportunity and get to know as many of your peers as possible. Our differences make us a much stronger Army!
5. Make the most of your experience at the Academy and good luck during the challenging days ahead.

"Leaders Training Leaders"

WARDELL JEFFERSON
CSM, USA
Commandant

FOREWORD

This student guide will assist you while preparing for and attending the 7th Army Noncommissioned Officer Academy. Each policy and procedure is based on Army Regulations and is strictly enforced. Personnel attending the NCO Academy MUST read this Welcome Packet as soon as possible after selection for attendance. Students are subject to all NCO Academy policies as published by the Commandant. Failure to read and comply with the Welcome Packet or existing NCO Academy, Grafenwoehr, Germany or Army policies and regulations may result in adverse counseling and may constitute a recommendation for a dismissal.

This handout is designed to provide the student with information that will ease reception and integration into the WLC. This handout is not all-inclusive; it supplements information you will receive during orientation briefs. When used in this publication, the word “he” represents both the masculine and feminine genders, unless otherwise stated.

Chapter 1 – Course Information

1.1 Mission

The 7th Army Noncommissioned Officer Academy trains future Leaders, who are disciplined and embody the Army Values required to successfully lead at the squad and team level. We inspire Soldiers to be creative thinkers who are adaptive, physically fit, mentally tough, and resilient. Our NCO Academy trains to standard and fosters a conducive learning environment, by where Leaders are held accountable for their actions both on and off duty.

1.2 Purpose

This guide is used to assist students who are attending the 7th Army Noncommissioned Officer Academy. Each student is required to read the student guide prior to attending the course. This guide can be downloaded from the Academy homepage:

http://www.eur.army.mil/jmtc/Organization/NCO_Academy/NCOA.html

1.3 General

The Warrior Leader Course (WLC) is the first of four levels in the Noncommissioned Officer Education System (NCOES). The primary focus is to provide MOS non-specific, common leader training to SPC/CPL (P) and SGT's, although NCOES backlog, unit-level Soldier development, and WLC priorities could result in attendance of SSG's. Since the emphasis of the course is on leadership, NCO duties and responsibilities, and the authority of the NCO; Soldiers are selected for attendance by their units based on potential to assume NCO leadership positions. This is a 25 day live-in course designed to immerse the students in a military environment. Training is conducted ~~h~~5x days a week. By design, it's fast paced and stressful. You will learn and be evaluated on the values, attributes, and actions that make up the requirements of an Army leader.

1.4 Curriculum

The proponent for WLC is the United States Army Sergeants Major academy (USASMA). This course is conducted using Small Group Instruction (SGI) process. WLC courseware is taught in three primary modules culminating with a Situational Training Exercise (STX). These modules are as follows:

- a. Leadership: **(51 Hours)**
 - The Commandant's Orientation
 - Introduction to WLC
 - Demonstrated Leadership Evaluation (Garrison)

- Army Leadership
- Sexual Assault Prevention and Response Training (SHARP)
- Personnel Recovery
- Developmental Counseling
- Army Correspondence
- History of the Army and the NCO
- Effects of Culture
- Noncommissioned Officer Evaluation Report (NCOER)
- Ethical Problem Solving
- Resilience
- Military Justice and Discipline
- Suicide Prevention for Junior Leaders
- NCOES Initiatives
- Leadership Exam (Written)

b. Training (43 Hours)

- Army Physical Fitness Test / HT/WT Tape
- Composite Risk Management
- After Action Review
- Training Management
- Conduct Individual Training
- Health and Fitness
- Drill and Ceremonies
- Supply Procedures
- Training Examination (Written)

c. Warfighting (79 Hours)

- Map Reading and Land Navigation
- Demonstrated Leadership Evaluation (Situational Training Exercise)
- Tactical Reports and Requests
- Combat Orders
- Team and Squad Movement Techniques
- Small Unit Combat Operations According to the Law of War
- Tactical Site Exploitation (TSE)
- Casualty Evacuation (CASEVAC)
- Tactical Operations
- Warfighting Examination (Written)

d. Individual Study Training (28 Hours)

- Study Hall (8 Hours)
- Training Support Activities (15 Hours)
- Student Counseling (5 Hours)

e. Administrative Time (6 Hours)

- In-processing (2 Hours)
- Out-processing (2 Hours)
- Graduation (2 Hours)

f. Physical Readiness Training

PRT will vary daily. All students must successfully conduct a PRT session to graduate WLC. Physical fitness training is an evaluated activity and focuses on proper execution of the PRT session, not physical fitness improvement.

All students will participate in PRT daily even after all students successfully complete their PRT evaluations. Although the purpose of PRT is to increase one's level of fitness, the primary purpose while a student at WLC is to learn the proper techniques and procedures required to conduct PRT IAW Army doctrine.

Chapter 2 – Course Priorities & Prerequisites

2.1 Priorities

Soldier's attending WLC must fall into the following priorities-

- a. **Priority One:** Staff Sergeants promoted without WLC.
- b. **Priority Two:** Sergeants who are non-WLC graduates. The SGT may or may not have a WLC waiver.
- c. **Priority Three:** SPC/CPL promotable. Based off the following priority list:
 - (1) SPC/CPL (P) who meet the cut off score. SPC/CPL (P) in MOS, which have additional promotions if more promotable SPC/CPL had been available and those identified as "Star MOS" by monthly HRC Promotion Cut-Off Memorandum.
 - (2) SPC/CPL (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points.
 - (3) All other SPC/CPL (P) on a recommendation list based on the highest number of promotion points.
- d. **Priority Four:** SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPC with demonstrated leadership potential may attend WLC only after exhausting all other higher order of merit list (OML) categories.
- e. PFC WILL NO LONGER BE SCHEDULED TO ATTEND WLC.

2.2 Pre-Requisites

Effective 1 April 2013, Structured Self Development 1 (SSD1) is a prerequisite to attend the Warrior Leader Course, IAW ALARACT 216/2012 – Structured Self Development (SSD) Prerequisite for NCOES.

- a. **No later than twenty (20) days prior to the class start date**, Schools NCO's will electronically submit a digital in-processing packet to the 7th Army NCO Academy Academic Records NCOIC at the provided email address usarmy.grafenwoehr.jmtc.mbx.7ancoa-cot@mail.mil. All required documentation must be completed using CAC enabled forms provided by the Academy. Forms are posted to the 7th Army NCO Academy website, or can be requested from the Academy. Questions concerning the submissions process can be directed to Academy Records @ DSN 475-6093.
- b. Pre-execution Checklist TRADOC FM 350-18-2-R-E, **(SIGNED By Company Commander!)** All blocks on the form have to be filled in, and digitally signed with correct signatures. If something doesn't apply to the Student should be N/A in that block.
- c. DD Form 1610 (Completed by Soldier prior to Day 0) or Attachment orders for Local Students (Grafenwoehr/ Vilseck/ Hohenfels).
- d. Packing list **(All copies must be signed by SFC or Higher).**
- e. Structured Self Development 1 Certificate.
- f. Profiles: If applicable, one copy and Consent to Train Memorandum must be sent to Academy Medics NLT 20 Days PRIOR to attending the course. Profiles and Consent to Train Memorandums will be electronically submitted to the Medical NCOIC at the provided email address usarmy.bavaria.usareur.mbx.7ancoa-medie@mail.mil. If a profile has not been approved by the Commandant prior to arrival, Soldiers may be denied enrollment into the course. Questions concerning profile and memorandum submissions can be directed to Academy Medical @ DSN 475-8938 / 8221.

g. Soldier's have 72 hours from the time they are notified of missing paperwork to provide all required missing documents. Soldiers who fail to provide required missing documents in the established time line will be disenrolled and returned to their units.

h. All Soldiers must report to the 7th Army NCO Academy on the Sunday prior to the start date in IPFU for Day 0 in-processing. Accountability formation will be held outside the combatives room at 1300hrs. If a Soldier fails to report to accountability formation, Soldier will be considered a "No-Show" and replaced on the class roster. **EARLY REPORT IS UNAUTHORIZED.**

2.3 Physical Profile Information

1. Soldiers, whose reservations were made after 1 October 2007, are only required to report with documentary evidence of physical profile and SSD1 completion certificates.

2. Soldiers may enroll with a temporary profile (i.e. shaving and other non-performance related issues). The profile MUST NOT prevent them from meeting all physical task and the physical task and the physical graduation requirements such as taking and passing the APFT and carrying load bearing equipment during the STX.

a. Temporary Profile Exceptions: Soldiers will train within the limits of their profiles. If a Soldier on a temporary profile cannot complete ALL the events or meet all the physical requirements, they will not be allowed to enroll in WLC.

b. Permanent Profiles: Soldiers possessing permanent profiles "3" or "4" must provide a copy of the DA Form 3349, with signatures from the profiling officer, and the approving authority (a physician). Commanders do not need to sign unless they disagree with the profile findings. P2 profiles require an only doctor's signature. Soldiers possessing permanent profile designators of "3" or "4" who have been before an MMRB, awarded medical limitations, and allowed to retain their occupational classification will be permitted to attend various courses and train within the limitations of their profile.

c. Pregnant Soldiers: Soldiers who are pregnant prior to the course may not attend WLC until medically cleared. A Soldier who is diagnosed as pregnant while attending WLC may continue, but she must provide written documents from the doctor that states she can participate in all course physical requirements. Soldiers medically dismissed for pregnancy after enrollment are eligible to return to the course when medically cleared.

d. Physical Requirements: Soldiers must participate in all WLC physical requirements based upon the limitations of their profiles.

e. Wounded Warrior: Commandants will not deny enrollment or disenrollment of Soldiers based on physical profiles resulting from MMEB or MEB rulings. These Soldiers can attend PME and MOS courses. These are Soldiers who previously were unable to meet course requirements as a result of physical limitations that have been formally acknowledged by either the wounded warriors program and/or a permanent profile as a result of a MOS/medical retention board or medical evaluation board, and are properly documented using the military physical profile for physical condition/stamina, upper extremities, lower extremities, hearing/ear, eyes, and psychiatric (PULHES) code.

f. Enrollment will be denied to Soldiers failing to meet any one of the above prerequisites.

Chapter 3 Graduation Requirements

3.1 Graduation Requirements

1. Students must score 70 percent or higher on the following graduation requirements:

- a. Conduct Army Physical Readiness Training.
- b. Conduct Individual Training.
- c. Conduct Squad Drill.
- d. Communicate In Writing.
- e. Oral History Brief.
- f. Two Demonstrated Leadership Evaluations (Garrison and Tactical)

- g. Leadership Exam.
 - h. Training Exam.
 - i. Warfighting Exam.
 - j. Land Navigation Evaluation (75%).
2. Students must pass the APFT and meet the height/weight requirements. Students will be allowed one retest for APFT and height/weight. Students who fail to pass the final APFT or height/weight will be dismissed from WLC.

3.2 Physical Requirements

1. Students must be able to meet the following physical requirements during the course:
 - a. Pass APFT.
 - b. Conduct, demonstrate, and lead Physical Readiness Training.
 - c. Negotiate rough terrain under varying climatic conditions.
 - d. Walk a minimum of 3200 meter with load carrying equipment (LCE) in a minimum of three hours.
 - e. Lift and carry all required packing list items (OCIE and CTA 50-900) for short distance.
 - f. Carry a 48-pound combat load that contains mission essential equipment (weapon, helmet, uniform, LCE included in 48-pounds)
 - g. Lift and carry fuel, water, ammo, MREs or sandbags.
 - h. Low crawl, high crawl and rush for three to five seconds.
 - i. Move over, through and around obstacles.
 - j. Carry and fire individually assigned weapons.

3.3 Course Objectives

1. The training in WLC focuses on:
 - a. Basic Leadership training.
 - b. Instilling leader's skills, knowledge, and experience needed to lead a team – squad size units.
 - c. Providing the foundation for further training and development.
 - d. Building functional leadership attributes and competence

Chapter 4 Student Recognition

All students who have exceeded course requirements will be recognized upon completion of the course. In order for a student to be considered for any academic award, that student must achieve an initial passing score in all tested and evaluated areas. Receive no adverse counseling and have an overall course performance which demonstrates the “Whole Soldier” concept.

4.1 Distinguished Honor Graduate (U.S. / International)

This graduate is the student who demonstrates superior academic achievement through the “Whole Soldier” concept. The student must meet the following prerequisites:

- a. All criteria's for the Commandant's List.
- b. Have the highest overall academic average.
- c. Have no adverse developmental counseling.

4.2 Distinguished Leadership Award (U.S. / International)

There is only one leadership award recipient. Eligible nominees appear before a board. The board will designate the leadership award to the nominee who receives the board's highest evaluation. The nominee must meet the following prerequisites:

- a. Receive no adverse developmental counseling.
- b. Received a superior rating in Leadership on DA Form 1059.

- c. Selected by their peers with final recommendation by the SGL/SSGL.

4.3 Commandants List

This recognition will be rendered to the Students whose cumulative grade point averages comprise the top 20% of all enrolled students. The students must meet the following criteria's:

- a. Student will have no negative counseling's
- b. Received first time "Go's" on all graduation requirements.
- c. Pass the APFT and meet HT/WT/Tape as per AR 600-9.
- d. Students must have received three (3) superior ratings on DA Form 1059 block 12.

4.4 Iron Warrior Awardees (Male / Female / International)

The Iron Warrior Award is awarded to the highest APFT score. Students must meet the following criteria:

- a. Student must score 300 or more on the extended scale.

4.5 SHARP Initiative Award

The SHARP Initiative Award is given to the members of a squad who suggest the best course of action on how to eliminate Sexual Harassment and Sexual Assault in their unit. Students will be given a question and have to write an essay answering the question. Winners are chosen by the USAREUR Commanding General and the USAREUR Command Sergeant Major.

4.6 Commandant's Inspection Award (Two U.S. / Two International)

The Commandant's Inspection is an opportunity not only to display awards and decorations but also your knowledge and understanding of AR 670-1 and DA PAM 670-1. The command team will inspect Soldiers Class A's / ASU's, wall lockers and rooms. You will be asked basic Soldier knowledge questions that pertain to what you have learned while attending the course. The Soldiers who stand out amongst their peers will receive the award.

Chapter 5 Chain of Command

5.1 Student Leadership Positions

Throughout the course, students will be assigned and evaluated in Leadership positions at least two times (once in garrison and once in field). The responsibility, control and discipline of the students rest on both the Chain of Commands below.

5.2 Academy Chain of Command

1. Commandant
2. Deputy Commandant
3. First Sergeant
4. Senior Small Group Leaders
5. Small Group Leaders

5.3 Student Chain of Command Leadership Positions

1. Student First Sergeant (Not Evaluated, Superior performance will reflect on DA Form 1059)
2. Platoon Sergeant (Not Evaluated, Superior performance will reflect on DA Form 1059)
3. Squad Leader (Evaluated)
4. Team Leader (Evaluated)

5.4 Student Leadership Responsibility

SGLs are responsible for the overall administration, billeting, messing, and processing of all students. In addition, they have the responsibility of conducting squad training rendering evaluations of the students to include making on the spot corrections and counseling. The student Chain of Command responsibilities include the following:

- a. Attend all classes with their assigned small groups.
- b. Organize the Student Company formations.
- c. Giving and receiving accurate accountability reports, and having accountability of Soldiers at all times.
- d. Disseminating information from the Academy Chain of Command, down to the members of each team, ensuring each subordinate leader is kept informed at all times.
- e. Movement of the company when directed by the training schedule or the Academy Chain of Command.
- f. Maintaining areas of responsibility to include barracks, classrooms, and in/outside common areas.
- g. Ensuring academy/platoon equipment is properly stored or displayed. Advising and supervising subordinate Leaders in the accomplishment of their duties.
- h. Report violations of instructions or policies to the Academy Chain of Command.
- i. Properly brief the new student leader when leadership positions are changed.

Chapter 6 Academy Standards

6.1 Purpose

This section outlines general policies of the Academy and explains the standards of behavior, conduct and performance expected of students. To develop a sense of responsibility, all students are managed as Noncommissioned Officers. The program is designed to test each student, every day, on every aspect of performance.

6.2 Commandant's Open Door Policy

The Noncommissioned Officers assigned to the 7th Army NCO Academy have a wealth of experience and are well qualified to assist with any concerns that may arise. We strongly encourage all personnel to utilize their Chain of Command and NCO Support Channel for all matters. However, if you require the Commandant's personal assistance, he is available and willing to provide it.

6.3 Sexual Harassment Policy

The Academy is committed to creating and maintaining an environment conducive to maximum productivity and respect for human dignity. The Commandant's policy and the Army's policy demands reaffirmation of commitment to a work and duty environment free of sexual harassment for all Soldiers, Civilians, and their family members. Sexual harassment is defined in law and regulation as follows:

1. Sexual harassment is a form of gender discrimination that involves a perception of unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when:
 - a. Submission to or rejection of such conduct by a person is made whether explicitly or implicitly to a term or condition of a person's job, pay, career, or
 - b. Submission to or rejection of such conduct by a person is made as a basis for career or employment decisions affecting that person, or
 - c. Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

6.4 Sponsors

1. Sponsors are responsible for verify Soldiers equipment, documentations and clothing prior to arrival. It is the sponsor's responsibility to obtain any missing TA-50, documents or clothing for their Soldier.
2. Soldiers traveling with weight requirements can request TA-50 equipment from the Academy "PRIOR" to arriving.(NOTE: This pertains to personnel taking European commercial flights to Germany for WLC or Personnel from Units that "DO NOT" Issue TA-50)
3. Soldier's sponsor will report to and remain in BLDG 3500 (Multi-purposed Building) until requested by Academy personnel or Soldier has fully in-processed and the sponsor's are no longer required. At no time will sponsors interfere with Academy personnel during in- processing.
4. Sponsors are responsible for ensuring Soldiers eat prior to reporting. The onsite DFAC will be closed.
5. The Academy will provide Schools NCOs with all deficiencies by 1800 the same day. Any Soldier missing any item from the packing list, missing or incomplete paperwork, will automatically be removed from honors. Once information has been provided, all Soldiers (including walk-ons) will have 72hrs to correct deficiencies. If deficiencies are not corrected within the allotted time, Soldier will be denied enrollment and removed from the course.
6. Soldiers from outside Germany should have a good contact number for their sponsor prior to attending the course, Due to weight requirements for European air travel Soldiers need to contact the 7th Army NCOA Chief of Training (COT) at 475-8456 to arrange temporary issue of TA-50 for the duration of the course. Prior to attending, they will also need to have a memo attached to packing list stating all missing items they were unable to bring because of the weight requirement. This includes units that are not issued TA-50 due to their assignment. Soldiers traveling to WLC from outside Germany need to arrange transportation to and from the Airport.
7. Students' Chain of Command and sponsors are highly encouraged to visit. Sponsors and Soldier Leadership are authorized to visit their Soldiers during dining facility meal times, with prior coordination through the students Chief Instructor At:

A co: 475-6144

B co: 475-8104

Students will only be removed from training for emergency purpose!

Visitors must call the students Chief Instructor to schedule an appointment at least 24 hours prior and to confirm students are available and not in training.

IMMEDIATELY UPON ARRIVAL TO THE NCOA, IT IS THE STUDENT'S RESPONSIBILITY TO NOTIFY THEIR CHAIN OF COMMAND, AND ALL POTENTIAL VISITORS OF THIS POLICY. THEY MUST ALSO PROVIDE THEM THEIR STUDENT NUMBER, COMPANY, PHONE NUMBER WHERE THEY MUST MAKE COORDINATION TO VISIT, MEAL HOURS, AND LOCATION OF THE DINING FACILITY.

6.5 Special Instructions

1. All items such as billets, field equipment, uniforms, lockers, etc., will be kept neat and orderly through the duration of the course.
2. All room doors in barracks will be propped open unless otherwise instructed.
3. Brooms, mops, and cleaning materials will be kept in appropriate storage areas.
4. Lights and heaters will be turned off when the billets are unoccupied.
5. Student Leadership will inform subordinates of the time and place of any evening details to be performed.

6. Fire extinguishers will not be removed or tampered with.
7. When not in the billets, a complete and appropriate uniform will be worn.
8. Students will **ONLY** use the cleaning materials issued by the Cadre to clean the barracks; no other items will be used.
9. Students will observe proper customs and courtesies **AT ALL TIMES**. Whenever a Soldier of lesser rank is addressing a senior, that Soldier will assume the position of parade rest (if addressing an enlisted senior) or attention (if addressing an officer). **THERE ARE NO EXCEPTIONS!**
10. Cell phones, small alarm clocks, electric razors, CD Players, MP3 player and IPODs are authorized. All items will be stored and locked in the Soldier's wall locker and can be used during personal time. Electric razors may be used during personal hygiene times. Only a small alarm clock may be left on the three drawer chest during the duty day.
11. Tobacco products will only be used in designated areas and only at designated time.
12. **AT NO TIME WHILE YOU ARE ATTACHED TO THE WARRIOR LEADER COURSE WILL ALCOHOL BE CONSUMED. THIS INCLUDES COMMANDANT'S TIME.**

6.6 Honor Code

1. The concept of the Honor Code among Soldiers evolved centuries ago when individuals first banded together in order to establish a system for defending their land and property. Through the years, service members have grown from small bands into well-organized groups. In all such groups, Leadership positions and Honor Codes have developed with them. The Leaders established guidelines and regulations that were carried out and enforced by their subordinates.
2. Subordinates also relied on the honesty and integrity of their Leaders. This situation persists in our present day Army. Leaders still rely on the honesty and integrity of the Soldier, and their word is accepted as truth. However, if their actions are such that their honesty and integrity may be questioned, the Leader not only jeopardizes their position and status, but the integrity of other Leaders and therefore violations will not be tolerated.
3. The basic concept of the Honor Code is that a Noncommissioned Officer does not lie, cheat, or steal. In its most practical application, it means that an individual's word is their bond. Attendance reports are presumed to be correct since Noncommissioned Officers render them. During examinations or classroom work, the students' work must be their own.

a. The CODE:

As a leader and student at the 7th Army Noncommissioned Officer Academy, I will always tell the truth and keep my word.

I am above dishonesty, cheating, quibbling, evasive statements, and tricky wording.

I will always respect the property rights of others and the government.

I am aware that my signature is my bond.

If I violate the Honor Code, I expect neither immunity nor special consideration.

I am honor bound to report any breach of honor that comes to my attention.

4. The following is a list of examples of Honor Code violations. These are only examples and this list should not be interpreted as all-inclusive:

a. Cheating: Any attempt to provide or receive unauthorized assistance for a written test or any evaluation.

b. Plagiarism: The use of another person's ideas or written work with the intent of presenting the work as the student's own.

c. Unauthorized documents: Unauthorized documents or information includes tests, solutions, study guides, instructional material or any other documents obtained without proper permission from the Small Group Leader or not authorized by the Small Group Leader/Instructor for student use at the time the student uses or intends to use the document.

d. Forgery: Any alteration or misuse of scorecards, documents or academic records.

e. Lying: Or otherwise furnishing false or incomplete written/verbal information with the intent to deceive.

6.7 Reasons for Release

1. The Commandant may release students prior to graduation. There are numerous ways for students to be released from the course, but the most common are:

a. **Administrative release:** Compassionate action for emergencies requiring the Soldier's attention such that his/her attendance at WLC is no longer feasible (Soldier's unit must submit this request).

b. **Medical release:** If a student is unable to complete all requirements of the course due to serious illness, injury, or prohibitive (temporary) profile.

c. **Motivational dismissals:** Results after counseling proves to be ineffective and unsuccessful in correcting a student's performance.

d. **Disciplinary dismissals:** Results from violations of the Uniform Code of Military Justice, violations of school policies and/or conduct unbecoming of a Noncommissioned Officer.

e. **Academic dismissals:** Results if a student fails any examination or evaluation, and is unable to pass the subsequent retest or reevaluation.

6.8 Barracks / Classroom Maintenance

1. Everyone is responsible to report through the student Chain of Command anything inoperative, broken, damaged or missing throughout the Academy area. The Student First Sergeant will turn in a consolidated list of maintenance requirements to the Senior Small Group Leader for each platoon. The student NCO Support Channel is responsible for the upkeep and police of the Academy buildings and outside areas. Areas of responsibilities are inspected daily. These areas are itemized for specificity below:

a. Barracks: The following will be accomplished before first class of each day:

- a.) Floors cleaned.
- b.) Windows and window sills cleaned and dusted.
- c.) Wall lockers properly displayed.
- d.) Trash cans emptied.
- e.) Lights out when not in use.
- f.) Bay will be properly ventilated when weather permits.
- h.) Footgear cleaned and properly displayed.
- i.) Top of wall lockers cleaned.
- j.) Base boards cleaned.
- k.) Beds made.

b. Latrines / Laundry Room: The following will be accomplished before the first class of the day:

- a.) Floors cleaned and mopped.
- b.) Urinals and toilets cleaned.
- c.) Toilet paper in each stall.
- d.) Windows and window sills cleaned and dusted.
- e.) Trash Emptied.
- f.) Lights out when not in use.
- g.) Pipes doors cleaned and dusted.
- h.) Sinks cleaned.
- i.) Shower room walls / floors cleaned.

c. Classrooms: The following will be accomplished before lights out at 2200:

- a.) Floors cleaned and swept.
- b.) Windows and window sills cleaned and dusted.
- c.) Desk top clean, neat and orderly.
- d.) Lights out when not in use.

e.) base boards cleaned.

6.9 Quite Hours

1. Quiet hours are from 2300-0500. Lights-out will be IAW the current class training schedule. Students will be in their designated billets during quiet hours.
2. The SDNCO will conduct a check at quiet hours (2300) to ensure all students are in their billets and Academy-wide quiet hours are being observed.
3. There is no use of tobacco products in billets or any building at the NCO Academy. Students are allowed to smoke in designated areas only. Gambling is strictly prohibited. Loud, profane, or boisterous behavior is also prohibited. No student may enter or visit the room of a Soldier of the opposite sex unless he or she is a member of the current student chain of command, conducting official military business and accompanied by NCOA cadre for such a purpose. Consumption of food and drinks in the barracks is unauthorized.

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a Team.

I serve the people of the United States and live the Army Values.

I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

I am disciplined, physically and mentally tough,
trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment, and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies
of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

CREED OF THE NONCOMMISSIONED OFFICER

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind, accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers... leaders!

THE ARMY SONG

March along, sing our song, with the Army of the free.
Count the brave, count the true, who have fought to victory.

We're the Army and proud of our name!

We're the Army and proudly proclaim

First to fight for the right,

and to build the nation's might,

And **THE ARMY GOES ROLLING ALONG.**

Proud of all we have done,

Fighting 'till the battle's won,

And **THE ARMY GOES ROLLING ALONG.**

Then it's Hi! Hi! Hey!

The Army's on its way.

Count off the cadence loud and strong!

For where'er we go,

You will always know that

THE ARMY GOES ROLLING ALONG

Important Numbers for WLC

Headquarters Company

Academy HQ (Secretary)	475-8451 / 8452
Academy Fax	475-7329
Chief of Training	475-8456
ATRRS Clerk	475-8126
Academic Records	475-6093 / 6740
Medic	475-8221 / 8938
JMTC IG	475-5555
JMTC EO	475-8038
JMTC SHARP	475-8500
JMTC STAFF DUTY	475 - 6613

Alpha Company

Company 1SG	475-8157
Company Chief Instructor	475-6144

Bravo Company

Company 1SG	475-8537
Company Chief Instructor	475-8104

(Civilian Prefix: 09641-83-xxxx)